

Innovation & Efficiency

Innovation and Efficiency

BACKGROUND

As the national and local economies emerge from the Great Recession, it is important to remember that the City's good fiscal health is no accident. It is the result of years of difficult decisions, prudence, and shared sacrifice. From FY 07 to FY 13, \$134 million was eliminated to balance General Fund Budgets. Almost 700 positions were eliminated, reducing the General Fund workforce by approximately 20 percent. The Mayor, City Council, and City Management all worked to ensure the reductions had a minimal impact on public services wherever possible. And, it should not be forgotten that the City's employee groups played a substantial role in the resolution of our deficits by agreeing to increased employee retirement contributions (Pension Reform).

The City is a leaner and more efficient organization than it was a decade ago. Numerous operational and efficiency improvements have been made, including:

- Achieved pension reform with City employees picking up their full share. This equates to \$250 million in savings to the City over a 10-year period;
- Eliminated hundreds of vehicles from the City's fleet;
- Combined clerical staffing, with workgroups sharing clerical support;
- Streamlined permit fees and consolidated inspection services;
- Eliminated two departments (Community Development, Oil Properties Dept.);
- Developed a more efficient and effective ambulance service;
- Implemented LBCOP to leverage the power of technology to help reduce crime
- Reduced skill pays and standby pays;
- Implemented a new parking citation system which improved collection rates; and
- Improved the Development Services permit counter staffing and permitting procedures

As the City moves forward, it must continue to focus on becoming more efficient and finding new methods for delivering services. The following is a summary of the initiatives/efforts that are currently underway, or have recently concluded:

ECONOMIC DEVELOPMENT

Economic Development Blue Print

The Mayor and City Council has requested the City's Economic Development Commission, with the assistance of City staff, to prepare an Economic Development Blue Print. The purpose of this plan is to coordinate economic activity across City departments and sectors to foster investment and development in the City of Long Beach. This will involve a number of recommendations about how the City can maximize use of property and infrastructure to grow economic activity; implement new technologies to improve services and opportunities for citizens; and to partner with the private sector to become a center for innovation and entrepreneurship. This project will involve extensive outreach across categories of initiatives -- economic opportunity, planning, land use, technology, mobility, energy distribution and use, natural resources, utilities, public safety, among others. The plan is expected to be complete in early FY 17.

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Long Range Property Management Plan

In March 2015, the City received approval to implement its Long Range Property Management Plan (Plan) for the disposition and use of real property of the former Long Beach Redevelopment Agency (RDA). The Mayor, City Council, City staff, Oversight Board, and Successor Agency spent considerable time and energy creating and advocating for this hard fought milestone which will enable future investment and development opportunities in the City of Long Beach.

The Plan includes an inventory of the real property of the former Long Beach RDA, which encompasses 259 parcels at 71 sites. The Plan promotes and supports sound development, creation of economic opportunity and provision of appropriate land use and construction policies. Additionally, the Plan is intended to promote economic development on the local level so that all impacted communities can participate in local strategies that increase local jobs and generate additional property, retail and TOT tax revenues for all levels of government. As of June 2016, all but one of the 53 “for sale” parcels have been sold, are currently in escrow, or in negotiations. The final property is anticipated to be in escrow by the end of the FY 16.

The Future Development properties are experiencing similar success. Of the 24 development sites, 14 have received City Council approval for sale and five more are intended to be agendized for City Council action by the end of August 2016. The Future Development properties on the Westside have experienced minimal development interest, and these properties will be re-released in a number of months. The remaining Future Development site is being considered for re-categorizing to Government Use for open space and parking.

The 14 Future Development properties currently in escrow have an aggregate sale price of approximately \$50 million, a total investment value of about \$500 million, are anticipated to generate over 5,000 temporary and permanent jobs, include nearly 1,000 residential units and offering nearly 70,000 square feet of retail space.

Bloomberg Innovation Team Grant

In February 2015, the City accepted a \$3 million three-year Bloomberg Philanthropies Innovation Team Grant. The grant is designed to improve the capacity of City Halls to effectively design and implement new approaches that improve the lives of residents. The grant provides cities with dedicated in-house Innovation Team (i-team) members to identify and design solutions to pressing issues. The i-team is made up of a new Innovation Team Director, Mayor’s Innovation Deputy, a social scientist researcher, a data programmer, a designer, project managers, and Civic Innovation Interns.

In May 2015, the i-team officially began its work implementing the Bloomberg Innovation Delivery Process (Process). The Process required the i-team to dedicate their first few months to rigorous research of obstacles and opportunities to stimulate economic growth in the City of Long Beach. After meeting with approximately 100 organizations and over 1,000 individuals, visiting campuses and facilities, and reading over 200 articles and reports, the i-team recommended a package of initiatives called startupLB to make it easier for entrepreneurs to start and grow their businesses in Long Beach. Initiatives completed in FY 16 include:

- *BizPortal*: Currently, a prospective small business owner in Long Beach must navigate multiple agencies, departments, and application forms to register their business. To make this easier, the City was awarded a Code for America Fellowship and a Small Business Administration prize to develop a web-based application called BizPortal. The portal helps entrepreneurs easily navigate the steps to start, manage, and grow a business by consolidating and simplifying key steps required to start a business. In addition, resources are available to current business owners seeking to grow their companies.

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- *Inspector Gadget:* Over 87,000 building inspections were scheduled and completed last year. To make this process more efficient for customers and staff, the i-team worked with Code for America and the Development Services Department to develop the Inspector Gadget application. This launched a new application this year that allows for inspections to be entered online for both residential and commercial properties. Online submission automate the mapping, scheduling, and tracking process for inspections saving time for both customers and staff.
- *iClips:* To strengthen the pool of local businesses competing for City contracts, the Purchasing Division and LBTW worked with the i-team to launch a series of short, internet-based videos called iClips. This new format for communicating City policies and procedures guides potential vendors through the registration, bid, and contracting process. The i-team hopes to expand the use of iClips to other City services areas, including business licensing and permitting, to make it easier for entrepreneurs to do business with the City.
- *Business Analytics:* Through a series of community outreach and survey activities, entrepreneurs and business leaders indicated that there were important data points that could help them be more successful in attracting, growing, and retaining businesses in the city. In 2016, the i-team worked with the Technology & Innovation Department to create a series of Business Analytic dashboards, including business licensing, demographic, and employment data, which will help entrepreneurs make decisions to strengthen their business investments.
- *Innovation Week:* To better connect entrepreneurs, research centers, and City staff, the i-team hosted the City's first "Innovation Week" in October 2015. Twenty two (22) events were hosted around the City to highlight innovative activities, and connect innovators across sectors. This was part of the Los Angeles County Economic Development Corporation (LAEDC) Innovation Week, and was the greatest number of events hosted by any city in the County.
- *Open Procurement:* In April 2015, the City received a \$50,000 grant from the Knight Foundation (Foundation) and the Long Beach Community Foundation to participate in the Foundation Citymart Partnership. One key initiative of the Foundation is the Engaged Communities Strategy that funds innovative approaches to procurement and engages local entrepreneurs in creative problem solving. In February 2016, the i-team partnered with the Purchasing Division launch its first two "open procurement challenges" to spark a culture of technology innovation, and make it easier to launch and grow businesses in the City. Over 100 entrepreneurs attended the launch party for the first two challenges, and nearly 50 responses were received from around the world. Three more challenges were launched in Spring 2016 to solicit innovative ideas for park furniture, activate the City's waterfront, and identify cutting-edge solutions for counting the use of City spaces. Staff is now in the process of implementing workshops, online videos, and changes to the City's procurement process to make open challenges a regular part of City business.

Initiatives to implemented and/or completed in FY 17 include:

- *Innovation Hubs & Spaces:* In order to help entrepreneurs start and grow their businesses throughout the city, the i-team will work with City departments and local partners to establish innovation spaces as hubs for networking, education, and business support resources. In FY 16, through the Citymart partnership, a request for proposals was issued to identify underutilized spaces and to establish partnerships for entrepreneurial programming. Also in FY 16, the i-team helped to secure a \$301,000 grant from the Knight Foundation to create the nation's first "outdoor office" space for networking, programming, and co-working in a city park. In FY 17, the City will utilize a combination of outside grants and the Innovation Fund to pilot a range of spaces and programs in different parts of the city and measure which programs have the greatest impact on the creation and growth of business citywide.

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- *Business Navigators:* To address the needs of entrepreneurs trying to start their businesses that face language, technology, or funding challenges, the i-team will work with City departments and outside partners to establish a pilot and measure the impacts of a volunteer-based Business Navigators program. In FY 16, through a partnership with CSULB Design School, the i-team identified a number of unique obstacles that underrepresented and immigrant business owners face when trying to start their businesses. Through the Citymart challenge process, a request for proposals was issued to coordinate a volunteer-based navigational pilot program to connect struggling entrepreneurs with the resources they need to successfully start and sustain their businesses citywide. In FY 17, the City will utilize the Innovation Fund to launch, measure and monitor the impacts of this program.
- *Business Resource Map & Search Tool:* Starting a business can be confusing, costly, and competitive. To better prepare entrepreneurs to apply for business licenses, building permits, funding sources, and other government programs, the i-team will work with City departments and outside partners to establish an online Business Resource Map & Search Tool. In FY 16, through a partnership with the CSULB Design School, the i-team mapped the experiences of small business owners from different industries, sectors, and locations throughout the city. Through the Citymart challenge process, a request for proposals was issued to develop a user-friendly business resource search tool that can assist entrepreneurs and City staff to locate the resources they need to start and grow their business. In FY 17, the i-team will utilize the Innovation Fund to help facilitate the development and distribution of this tool to measure its impacts on entrepreneurs starting and growing business citywide.
- *Business Corridor Activation Challenges:* In 2015, a number of business corridors in the city produced lower sales tax revenue than in the previous year. After extensive survey, interview, and observation in one such business corridor the i-team worked with business owners, business improvement districts, and City departments, to identify and develop solutions that might increase foot traffic, customers and revenue, for businesses in underperforming corridors. In FY 17, the i-team will work with City departments and community partners to issue a series of activation challenges throughout the city. The Innovation Fund will be used to implement projects, measure results, and spread best practices to other parts of the city.
- *Citymart Challenges:* In FY 16, in partnership with the City's Purchasing Division and Citymart, the i-team launched two more open procurement challenges to activate the City's waterfront and measure the use of City programs and places. Multiple City departments, including Public Works and Parks, Recreation and Marine identified challenges with tracking the movement of people through parks, bike lanes, and other publicly owned spaces. In FY 17, the i-team will work with these departments to pilot innovative tools and technology that can collect, report, and analyze data about the impacts of programs and the use of public spaces. Best practices will be expanded to other City departments to expand data-based decision making and investment.

FUSE Corps

In FY 17, the City will engage FUSE Corps to assist the City with two major projects. FUSE Corps is a nonpartisan, nonprofit organization that enables local government to more effectively address the biggest challenges facing urban communities. FUSE partners with civic leaders to identify pressing strategic challenges and then recruits entrepreneurial, mid-career professionals to serve in executive-level fellowships across local government. FUSE Fellows are uniquely positioned to achieve transformative impact across issue areas such as education, health, poverty, economic development and the environment. With the support of partners like Omidyar Network and The James Irvine Foundation, FUSE is demonstrating the potential of cross-sector collaboration as a vehicle for community-based problem solving.

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The first project for a FUSE Fellow is the development of a strategic roadmap for best serving the City's homeless population. Using data from the biannual homeless survey, the Fellow will develop tracking tools to gain a more robust picture of the homeless population and metrics to evaluate the effectiveness of current service providers. The Fellow will also research best practices across the country and evaluate alternative funding models for the services supported by the Continuum of Care. The second project for a FUSE Fellow is the development of a coordinated implementation plan for achieving the goals of the *Safe Long Beach* vision. The Fellow will work across City agencies, the public school system, local institutions of higher education, and nonprofit organizations to better integrate related efforts and identify strategies for achieving the plan's goals using existing resources and programs.

Economic & Property Development Staffing

Given that traditional revenue streams are not sufficient to prevent future deficits, the City must adopt a strategy to grow the revenue base. To that end, the FY 17 Proposed Budget provides for increased support for economic development activity by adding an ombudsman position to assist with the small business loan program, location assistance for new and existing business, and reporting and data analysis. Two additional positions to support the Economic & Property Development Department (EPD) have also been added, which will result in additional staff available for direct service to our businesses. These costs are offset by additional revenue received in this department.

TECHNOLOGY

High Tech Infrastructure Master Plan

In a partnership between the Technology & Innovation Department and i-team, the City is currently crafting a long-term "High Tech Infrastructure Master Plan" to maximize City technology assets (e.g. fiber, WiFi, cameras, sensors), to support the development of (a) high tech government, (b) high tech business, (c) high tech communities, and (d) high tech residents in order to improve civic engagement and access to government services. The plan includes an assessment of current assets, an assessment of current and future technology needs, financial projections for expanding the high tech infrastructure, and a business plan for implementation. The project kicked-off in October 2015 and is expected to be completed in early FY 17.

Electronic Plan Submission

In May 2016, the Building and Safety Bureau of the Development Services Department kicked off an electronic plan submittal/plan check pilot program. Electronic plan submittal and review provides several benefits:

- Eliminates paper plan submittal by permit applicants – reduces cost, time, and effort for permit applicants and enables them to submit from comfort of their homes and offices;
- Eliminates paper plans during staff review and City plan retention – reduces the need for the bins, plan room, and storage space at the City Hall;
- Makes it easier to find projects and plans since they are electronically archived;
- Provide ability for plan check staff to see each other's work, learn from each other, and collaborate on comments; and
- Standardizes review comments and formats across various City Departments.

Working in partnership with three local design firms, the pilot program will allow the Bureau to beta test electronic plan submission/plan check. If successful, the pilot program will be expanded to a broader customer base.

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Electronic plan submission/plan check is one of several technology initiatives of the Bureau. Others include scanning for digital storage all paper plans, introduction of tablet computers for use by field inspection personnel, and integration of electronic plan submittal/plan check with the Hansen permit system. All are designed to increase the use of technology in daily operations, improve efficiency, and enhance customer service.

Open Data

The Technology & Innovation Department (TID), partnering with ESRI, is working to implement the ESRI HUB which is an extensive collection of map-based data available for real-time analysis and use by decision-makers, first responders, and the public. TID plans to leverage the ESRI HUB as an open data platform to display map data, and analytics to the general public and internal City departments. By making the data available to residents, city workers and private industry, the HUB will help Long Beach to better understand the community and City Departments and enhance the coordination of construction, road paving, and public safety efforts. The HUB will also support the business entrepreneur by graphically showing potential commercial property and zoning information. In addition, the HUB will be able to supply analytical information that can help the entrepreneur decide on the location of their business based on census information.

The initial phase of the project is anticipated to begin fall of 2016 with new features becoming available through 2017 and beyond. ESRI and TID will work closely with the i-team and City Staff to develop the HUB applications. In addition, TID will be reaching out to the local colleges and universities to bring on interns who are studying GIS to help with the implementation of the HUB.

Fuel Management

In FY 17, the Fleet Services Bureau of the Financial Management Bureau will implement FuelFocus, a new fuel management system for City vehicles. The existing fuel management system is more than 15 years old and has an increasing failure rate. Software upgrades are no longer available and the system's hardware is experiencing frequent communication errors as it was designed to communicate through an antiquated dial-up system. It is also difficult to interface with newer wireless technology, eliminating the option of upgrades. The new system utilizes cutting edge technologies, such as Radio Frequency Identification (RFID). RFID allows transmittal of vehicle data to the fuel control terminal and subsequent transfer to the City's Fleet asset management system. Fueling is authorized by the system, including identification of the vehicle, fuel type and quantity, and identification of the driver through use of their employee badge. The data exchange and electronic fuel authorization process increase accuracy, strengthen fuel controls, and enhance efficiency, reducing the amount of time required for employees to refuel.

Lit Services

The City has built a Municipal Fiber Network (MFN) for delivering voice, video, and data communications to City facilities. Staff has received numerous inquiries from businesses interested in receiving internet access (otherwise known as Lit Services in the industry) directly from the City. These businesses are in areas that are not currently served by the major Internet Service Providers (ISP). In order for the City to explore the possibility of providing an ISP function to local businesses, the Technology and Innovation Department (TI) has implemented a limited, one-year pilot program to provide Lit Services.

In December 2016, approximately six months after the inception of the pilot program, TI staff will begin a feasibility analysis of the benefits and challenges of providing internet connectivity to local businesses. When the analysis is complete, TI staff will seek City Council direction on whether to extend the term of the limited pilot program, or expand the program to other local businesses. Famous Dave's Long Beach, at 300 S. Pine Avenue, is the initial participant, and Lit Services will allow Famous Dave's to receive high-speed internet connectivity.

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Library High-Speed Internet

In July 2016, the internet in the City's libraries was upgraded to 1 Gigabyte, ensuring the smooth and quick delivery of content to our library patrons. (Previously, the branch libraries had 10 megabytes and Main Library had 60 megabytes. The Library's data network reached maximum capacity for extended periods during business hours on a daily basis.) The new 1 Gigabyte speed was made possible through the State's Corporation for Education Network Initiatives in California (CENIC) program to connect all the libraries to the California Research and Education Network (CalREN) through Califa. Public libraries are recognized as educational institutions that provide learning for a lifetime and were invited to participate in the program in 2016. Long Beach Public Libraries now join California's K-12 public schools, private colleges, the California State University and the University of California systems using the next generation intelligent high-speed data network system. Funding for the project was received through the federal Schools and Libraries Division of the Universal Service Fund, commonly known as "E-rate," saving tens of thousands of dollars annually. As a result, Long Beach residents now enjoy internet speeds that are 10x-12x faster on the library's public computers and their personal devices at basically the same cost as before the upgrade. In addition, the network equipment required for the higher internet speed was purchased at a 65% discount. This upgrade was necessitated by three major trends:

- Increasing consumption of richer and more varied content;
- Increasing use of video for educational, training and quality of life purposes; and
- Daily business, school and life tasks that are available only online (e.g. job applications, financial aid for college, GED).

This upgrade is an extension of the library's commitment to meeting the community's educational and information needs.

Enterprise Resource Planning System

Staff continues its efforts to migrate away from the City's mainframe computer and modernize our critical Financial and HR systems, which utilize 1970's technology and practices, through the implementation of a new Enterprise Resource Planning (ERP) system. The new system represents a multi-generational leap for the City and will bring an incredible wealth of improvements and advances to the City's capabilities, will provide major advances in efficiency, transparency, and controls as well as significantly improve information for decisions by management and elected officials. The systems being replaced include:

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|-----------------------------|-----------------------|----------------------|
| • Accounting | • Budget Preparation | • Human Resources |
| • Accounts Payable | • Cash Management | • Payroll |
| • Accounts Receivable | • Contract Management | • Position Control |
| • Benefits | • Fixed Assets | • Project Accounting |
| • Budget Analysis & Control | • Grant Accounting | • Purchasing |

This will be a very significant effort and will impact all city departments. The project is underway and a vendor is expected to be on board by fall 2016.

Automated Meter Reading

In 2015, Long Beach Gas & Oil (LBGO) kicked off its "Advanced Metering Infrastructure" (AMI) initiative which will result in the installation of new smart gas meters for all 150,000 natural gas customers in Long Beach and Signal Hill, a transition that will take between two to three years. To date, approximately 40,000 of the 150,000 new meters have been installed. AMI is the new industry standard

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as all major gas and electric utilities statewide, including Southern California Edison, Southern California Gas Company, San Diego Gas and Electric, and Pacific Gas and Electric, have already replaced or are in the process of replacing their manually read meters with Smart Meter systems. LBGO customers will see many benefits including improved metering accuracy, improved customer information with full usage detail, reduced operational costs once AMI is fully deployed, as well as increased privacy and environmental benefits due to a significant reduction in truck traffic.

PUBLIC SAFETY

Fire Recruit Testing

Recently, the Long Beach Fire Department training center was certified as a Biddle Test Facility. This certification enables the Fire Department to conduct physical agility examinations at our own facility, meeting national testing guidelines for entry level testing. This certification will provide greater oversight and control of our applicant pool and comes at no cost to the General Fund to facilitate. Candidates will pay \$7.00 to participate in the physical agility testing process and will be furnished a certificate of completion for a successful pass. In addition, the Fire Department continues to utilize the National Testing Network (NTN) for all candidate testing prior to being placed on the Civil Service eligibility list for potential hire. As a result of these efficiencies, there is very little cost to the city to conduct recruit testing and evaluation to establish an eligible list of potential candidates.

Online Police Reporting

The Police Department is rolling out technology-based opportunities that streamline interactions with residents and business owners. The reporting system known as CopLogic is in beta testing and will be implemented in early FY 17. CopLogic will allow residents and business owners to file reports for non-emergency property crimes immediately from their home or office. The Department benefits from CopLogic by reducing time spent by sworn staff handling non-emergency police reports.

Heavy-Duty Mobile Generators

In February 2016, the City received 15 heavy-duty (200-kilowatt) mobile generators to be used in the event of a power failure or other emergency. The generators were purchased with Homeland Security Grant funds through the Los Angeles/Long Beach Urban Area Security Initiative (UASI), and are being stored in strategic locations throughout the City. An agreement with the City of Los Angeles transfers ownership of the generators to the City of Long Beach. However, the generators are a regional asset, with other cities and participating agencies having access to them on a prioritized basis.

INFRASTRUCTURE

Civic Center Project

In December 2014, the City Council approved a project team to build a new downtown Civic Center. After many months of public meetings, careful study, and healthy debate, Plenary-Edgemoor Civic Partners was unanimously selected to be the City's partner in this public-private partnership (P3). The project includes a new Main Library, Lincoln Park, City Hall, Port Headquarters, and new housing, retail and a hotel. Retrofitting the existing facilities is prohibitively expensive and would be impossible without finding new financing through bonds or taxes. Partnering with this team to build a new Civic Center provides an opportunity to add residential development and other uses to the site, and to create a modern, sustainable project that will last for generations, using funds dedicated to the current civic center to support the annual payment for the new building. The Civic Center project will have a significant economic impact:

6,066 Jobs Created

- 1,956 direct jobs

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- 1,907 indirect jobs
- 2,203 induced jobs

\$1.4 Billion Economic Output

- \$400 million public construction
- \$260 million private construction
- \$640 million “multiplier effect” construction
- \$93 million annual operations, events etc.

The demolition of the old courthouse building was completed in June 2016. Staging and mobilization for the new Civic Center has begun, with construction (grading, shoring) scheduled to start in mid-July. Completion of the project is anticipated in June 2019.

LED Streetlights

In October 2015, the Public Works Department initiated a \$6.7 million program to convert the City's more than 25,000 streetlights from high-pressure sodium (HPS) fixtures to light emitting diode (LED) fixtures. The first phase of the program, funded by a \$660,000 Greenhouse Gas (GHG) Emission Reduction Grant from the Port of Long Beach, converted approximately 1,750 streetlights that illuminate the City's traffic intersections (also known as traffic safety lights). The second phase, which began in March 2016, will convert the remaining 23,320 of cobra-head streetlights citywide. This phase is expected to take 14 months to complete. A third phase will convert City parks, parking structures, and beach lots, if funding is available.

The City's new LED fixtures will conserve energy, reduce light pollution, have longer lifespans, and employ smart control technology. LED streetlight fixtures reduce the City's energy consumption by approximately 40 to 50 percent. The City is expected to conserve 9.6 million kilowatts of energy as a result of the LED conversion over the lifespan of the LED fixtures. This equates to eliminating the carbon emissions of over 21,000 vehicles in the City.

To finance the conversion program, City staff worked with The Energy Network, a Los Angeles County sponsored organization that supports public agencies in achieving energy efficiency, and with SCE to apply for incentives, rebates, and SCE "on-bill financing" (OBF). On August 10, 2015, SCE approved the City's application. Specifically, the City will receive \$3.1 million in rebates to fund the project, and, potentially, an additional \$2.8 million, for on-bill financing. On-bill financing would provide the needed cash flow until the energy savings can pay the balance of the costs.

East Police Substation

In February 2016, the City celebrated the opening of the Police Department's new East Division Substation, 3800 E. Willow Street. Schroeder Hall U.S. Army Reserve Center was declared surplus under the 2005 round of the Base Realignment and Closure (BRAC) process, which was designed to increase U.S. military efficiency by reorganizing its bases. The U.S. Departments of Justice and Housing and Urban Development approved a no-cost public benefit conveyance of the facility in 2010, a savings to the City of Long Beach of more than \$3.5 million. The facility was retrofitted with many sustainable features, including interior and exterior LED lighting; window glazing to improve internal building temperature; a cool roof (white roof) to reduce the heat island effect; native and drought tolerant plants; and water saving fixtures. The renovation also met the City's construction recycling requirements.

Michelle Obama Library

Construction of the new Michelle Obama Library will be completed in September 2016. The library will be four times the size of the current North Branch Library, its collection will double in size, and will offer

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four times more computer workstations and an enhanced Family Learning Center. The new library will feature cutting edge technology such as a makerspace, self-checkout kiosks, an automated book return and sorting system, and 3D printing, along with enhanced technology services for disabled residents, currently available only at the Main Library. The project has been designed to incorporate many energy-efficiency and water conservation measures in order to achieve LEED Silver Certification. The design will improve indoor air quality for inhabitants and reduce consumption of resources.

Belmont Beach & Aquatics Center

A conceptual design for *Belmont Beach and Aquatics Center (BBAC)* was unveiled to the public on April 9, 2016. Construction drawings for the 125,500 square foot (sf) pool complex are now being prepared. The BBAC includes:

- Indoor 50m x 25yd pool with two moveable bulkheads and a movable floor to provide for simultaneous use of deep and shallow water pool areas;
- Separate deep water well with two (2) 1 meter, two (2) 3 meter diving springboards and stands and 1, 3, 5, 7.5 and 10 meter high diving platforms;
- Indoor shallow teaching and therapy pool;
- Indoor whirlpool(s) for recreational users and divers;
- Permanent indoor seating for spectators;
- Outdoor 50m x 25m pool with one moveable bulkhead;
- Outdoor recreational pool.

The BBAC will be equipped with energy and water efficient state-of-the-art pool equipment and environmental systems. The design also allows for maximum use of natural light to reduce reliance on artificial lighting.

MOBILITY & LIVABILITY

Bike Share

On March 10, 2016, after several years of effort, the City unveiled its Bike Share program, which offers residents and visitors an exciting new way to move around the City. Funding for Long Beach Bike Share comes from a \$2.3 million Call for Projects grant awarded by the Los Angeles County Metropolitan Transportation Authority (Metro). The grant funds bicycle infrastructure improvements as part of the agency's multi-mobility program to support biking and walking as a viable transportation mode in L.A. County. Aside from the City investment of \$565,000 in matching funds for the initial purchase of the 500 bicycles, Long Beach Bike Share will operate without cost to the City.

Fully implemented, Long Beach Bike Share includes 50 stations equipped with 500 bikes. Further stations will be added to grow the system as CycleHop, the program's operator, and the City identify additional areas that can be served by the system.

Users have the option of renting the bike on an hourly basis for \$7.00, or to purchase a membership monthly pass. A \$15 pass includes 60 minutes of daily use time; a \$20 pass includes 90 minutes a day. Up to six persons can share one membership account. Prospective users can assess availability of bicycles at a particular station via a mobile phone app.

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Open Streets

Open Street events, which are gaining popularity throughout North America, entail temporarily closing a major thoroughfare to vehicular traffic to facilitate walking, bicycling, skating and socializing. These events promote the pursuit of innovative strategies to achieve environmental, social, economic, and public health goals. On March 19, 2016, the City hosted its second open streets event, “Beach Streets Downtown,” on Broadway between Pacific Avenue and Euclid Avenue, as well as portions of Pine Avenue, Cherry Ave, and 4th Street in the Retro Row area. The event included two large community festivals, concerts, skate and bike expos, art exhibits, petting zoos and bands playing on restaurant patios. It is estimated that more than 50,000 people participated, 20,000 more than the inaugural event on June 6, 2016 in Bixby Knolls. The event was funded by L.A. County Metro. Two additional Open Streets events are being planned for FY 17.

COMMUNITY IMPROVEMENT

Billboard Removal

Few things contribute more to the blight of our neighborhoods and major corridors than billboards. To address this issue, in 2014, the City Council adopted an Ordinance revising the City’s Zoning Regulations for billboards. A number of major changes were introduced in this new Ordinance, including a Conditional Use Permit (CUP) requirement for all new billboards, allowing new electronic billboards, allowing conversion of existing static billboards to electronic, and a billboard takedown requirement for all billboard projects.

The most significant goal of the 2014 Billboard Ordinance was to incentivize the removal of billboards from areas of the City where they are not an appropriate land use, particularly residential areas and mixed-use commercial/residential corridors. Electronic billboards, which had previously been prohibited, are now allowed, subject to location requirements, the CUP process, and the takedown requirement. For each new billboard (or existing static billboard converted to electronic), other existing billboard sign area must first be removed from within the City at a specified ratio, depending on the type of project (4:1, 6:1, or 8:1). The takedown requirement is measured in square feet of billboard area, and not in individual billboards. This incentive has been effective. So far, 48 billboards totaling over 16,000 square feet in area have been removed from the city. Most of these were located in residential and neighborhood commercial/ residential mixed-use areas.

In May 2016, the City Council approved an amendment to the Ordinance pertaining to billboards in Caltrans rights-of-way. This enabled the construction of two additional electronic billboards along freeways in exchange for the removal of 138 additional nonconforming billboards, totaling nearly 10,000 square feet of area, from our neighborhoods and major corridors.

CITY SERVICES

Street Sweeping

In March 2016, the City initiated a process to change street sweeping times, beginning with the parking impacted neighborhoods. This was a major initiative of the City Council during the adoption of the FY 16 Budget, as street sweeping times had not been changed in approximately 30 years. The changes include eliminating 4:00 a.m. sweeping times, moving most sweeping times to after 8:00 a.m. in parking impacted areas, and shortening the sweeping “windows” from four hours to two hours in parking impacted areas. Over the next year, the City will implement the street sweeping parking reforms citywide, including attempting to change street sweeping days from trash pickup days. To make these changes, thousands of street signs will be changed to reflect new street sweeping times. The Street Sweeping Division sweeps approximately 150,000 miles, and collects nearly 11,000 tons of debris each year.

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Language Access Plan

City staff continues to move forward with the implementation of the Language Access Policy (LAP), which is aimed at making the City's services, meetings, and vital documents more accessible to Limited English Proficiency (LEP) speakers who speak Spanish, Khmer, or Tagalog. With the allocation of \$250,000 for the implementation of the LAP in the FY 15 Budget, a number of initiatives have been completed or are currently underway. These include:

- Document translation and oral interpretation services continue to be provided. Approximately 250 documents have been translated into the LAP languages and oral interpretation has been provided at 24 public meetings to date.
- Development Services staff is working to have the current bilingual skill pay training video updated to include a section addressing children as interpreters. The training video addresses appropriate techniques and ethics with respect to interpretation and translation.
- Approximately 600 City staff have completed the bilingual skill pay training. Staff receiving bilingual skill pay will be required to review the new training video. A list of staff receiving bilingual pay in LAP languages continues to be available on the City's intranet.
- Language Line continues to be available citywide. All recorded outgoing messages for City department and City Council phone lines are now recorded in the LAP languages. An additional 15 frequently called telephone lines will be updated to include recorded outgoing messages in the LAP languages.
- Development Services staff is working to develop and print a notice about the LAP, which will be posted at City public counters. The notice will include information notifying residents that LAP interpretation and translation services are available upon request.

The FY 17 Proposed Budget includes an additional \$80,000 in ongoing support continue to implement the LAP.

Spay & Neuter Services

The Animal Care Services Bureau continues its efforts to decrease the number of animals euthanized in its shelter. In March 2015, the City Council adopted an ordinance making it mandatory for dog owners to spay or neuter their pets, unless they possess a medical exclusion or exemption. The ordinance was designed to decrease the "giveaways" of unplanned litters, and reduce the occurrence of abandonment.

In March 2016, the Animal Care Services Bureau partnered with two nonprofit organizations -- the Michelson Found Animals Foundation, Inc. (Found Animals) and Stray Cat Alliance (SCA) -- to decrease the rate of euthanasia for cats. Found Animals provides microchips and registration, adoption initiatives, and low-cost spay and neuter programs that deliver practical solutions to ensure the health and safety of dogs and cats. SCA is a nonprofit organization with a mission to educate and empower the community to advocate for the health and safety of cats. The programs provided by SCA are the Return to Field program (RTF) and Found Animals' Kitten Foster program. RTF will return cats that have been examined, altered, vaccinated, and microchipped back to their location of origin in order to reduce the kitten and cat population over time. The Kitten Foster program will pull up to 400 underage and underweight kittens from ACS for the purpose of caring for them until they can be adopted out by Found Animals.

The ACS achieved a record year in 2015 with saving animals, and 2016 is proving to be even better. The following statistics are the best numbers ever reported for the first six months of any year compared to the first six months in 2015:

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- A 15 percent reduction in the number of cats and dogs impounded at the shelter, from 3,783 to 3,219;
- A 37 percent reduction in the number of cats and dogs euthanized, from 1,156 to 725; and,
- Live Release Rates of 89 percent for dogs and 63 percent for cats, compared to 85 percent and 54 percent, respectively.

Homeless Services

In March 2016, the Long Beach Continuum of Care (CoC), led by the Long Beach Department of Health and Human Services – Homeless Services Division, was awarded \$6.2 million from the U.S. Department of Housing and Urban Development (HUD). The Long Beach CoC is a collaboration of service providers working together to end homelessness. In 2013, the Long Beach CoC sought, and was awarded, designation as a Unified Funding Agency (UFA). Among the 410 CoCs nationwide, Long Beach and Columbus, Ohio, are the only two CoC's to have received this status, which establishes greater local control and decision making authority over federal funding for programs that serve individuals and families experiencing homelessness.

FINANCE

Financial Systems and Transparency

For City financial and management operations, efficiency and effectiveness, the new ERP system mentioned previously will make a big difference in the ability to the City to provide financially transparent information, to provide more efficient processing of financial and personnel related information, while at the same time protecting the City from potential major failure of an outdated and no longer supported financial system. The City also has increased revenues through installation of a new parking citation system, has improved efficiency and tax collection with a new business license system and is working on further enhancements to these and other systems to bring additional improvements. A specific example for FY 17 is to improve the business licensing system to provide real-time information and data entry to business license inspectors out in the field.

Transparency in budget and input of citizens was improved through the use of OpenGov, a system that allows citizens to explore the City's actual finances and the proposed budget and to slice and dice them in numerous ways as well as provide comparative graphs. The system is up for access by residents and businesses 24 hours a day.

Innovative Financing

This past year, the City developed innovative financial solutions to fund a variety of capital projects including entering into a Public Private Partnership (P3) to fund the new Civic Center and help ensure strong economic development occurs for the private portion of the Civic Center block. This financing is the first and only Civic Center P3 transaction in the nation. The City also used an innovative financing solution to refund ten of the outstanding bond issues payable by the Successor Agency to the Redevelopment Agency. These bonds were refunded through the County of Los Angeles Redevelopment Refunding Authority and saved money for the City. Additionally, the City assisted non-profit corporations with securing financing for St. Mary Tower Apartments, which rehabilitated and preserved 148 affordable housing units. No City funds or obligation were involved. The City also refunded several outstanding bond issues to reduce debt service payments and generated significant savings.

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SUSTAINABILITY

Renewable Fuels

For years, vehicles in the City's award-winning fleet have been downsized and alternatively fueled whenever feasible. In FY 16, the City raised the bar even higher by using renewable fuels for more than 18 percent of its total vehicle fleet. Renewable fuels, such as renewable diesel and renewable liquid natural gas (LNG), are produced from renewable resources. Both of these renewable fuels greatly reduce greenhouse gas (GHG) and tailpipe emissions; cost the same or less than current fuels; and do not require any modifications to the City's vehicles or fueling infrastructure. A total of 393 vehicles are powered by renewable fuels, out of 2,185 vehicles in the City's fleet.

The City recently began using renewable diesel for trucks and equipment used for maintenance and transportation purposes. Renewable diesel is produced from waste fats, residues and vegetable oils, and is 100 percent renewable and sustainable. Currently, renewable diesel is available to the City for the same cost as conventional diesel.

In 2003, Long Beach became the first city in the United States to use liquid natural gas (LNG) for its street sweepers. In October 2015, street sweepers and refuse trucks transitioned to using RNG as a fuel source. RNG, also known as biomethane, is a substantial improvement over LNG's already impressive environmental benefit, as it represents the recycling of carbon that is already circulating in the environment. RNG is sourced from methane from landfills and animal waste that is released into the atmosphere and captured for conversion into RNG. This methane is combusted as renewable gas resulting in greenhouse gas releases that are approximately 21 times less potent than methane released directly into the atmosphere. According to the California Air Resources Board, RNG's carbon emissions when measured over the lifecycle of the fuel's production, transport and use, are the lowest of any vehicle fuel that is commercially available.

Compressed Natural Gas (CNG) fuel has been specified for over 50% of each year's fleet replacements. The new street sweepers the City is receiving are a much more efficient design. The City expects a fuel efficiency gain of 50% and maintenance reduction cost of 30%.

Fleet Operations

Long Beach is a national leader in Fleet Operations, having just won an award as the twelfth best fleet operation in the Country. In addition to aggressively pursuing alternative fuels for the current fleet and vehicle replacements, the operation has excellent management. The City recently completed installation of a major new Fleet's information management system to enable a paperless maintenance operation, provide customer access to fleet data, and most importantly to support performance improvement measures that will lead to even more efficiencies. The new system enables data-based decision making and significant efficiencies in scheduling and maintenance of the fleet.

East San Pedro Bay Ecosystem Restoration Feasibility Study

Long Beach has worked with the U.S. Army Corps of Engineers (Army Corps) for over seven years to advance a feasibility study to restore the East San Pedro Bay. This study was formerly known as the Long Beach Breakwater Study. In 2010, an official determination of "federal interest" was made to move into the feasibility study phase and rename it the East San Pedro Bay Ecosystem Restoration Study (Study). The Study officially kicked-off on April 7, 2016.

The purpose of the Study is to provide a plan for restoring and improving the aquatic ecosystem structure and function for increased habitat biodiversity within East San Pedro Bay. The Study has two primary objectives: (1) Restore aquatic habitat such as kelp, rocky reef, coastal wetlands and other types of marine life of sufficient quality and quantity to support diverse resident and migratory species,

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and (2) Improve water circulation sufficient to support and sustain aquatic habitat, within East San Pedro Bay.

LB-MUST

In April 2016, the City Council approved a \$28 million financing agreement with Caltrans for the design and construction of a stormwater treatment plant — formally named Long Beach Municipal Urban Stormwater Treatment Recycle Facility, or LB-MUST. The plant, which would be built along the east bank of the Los Angeles River in the general area between 4th and 7th Streets, will capture polluted urban runoff before it enters the river. The project could also include the construction of a wetlands area surrounding the LB-MUST project. The City has applied for a \$2 million grant from the Los Angeles Rivers and Mountains Conservancy for this purpose. While LB-MUST plant and wetlands will probably take three years to complete, they will be welcome additions to this area which has been fallow for so long.

Water Conservation

The majority of the City's use of potable water is devoted to irrigation. The Parks, Recreation & Marine Department (PRM) irrigates approximately 1,275 acres of parks and street medians, of which approximately 46 percent use potable water. PRM has traditionally employed a number of best maintenance practices in order to use our limited water resources as efficiently as possible. However, more aggressive steps are required. To that end, PRM will be undertaking a number of initiatives including, but not limited to, the following:

- Turf street medians will be converted to drought tolerant landscaping. The conversion will include refitting the medians with new, more efficient irrigation systems.
- Staff is evaluating the potential for converting inaccessible or underutilized areas of turf in parks into drought tolerant landscaping and non-living ground covers, which will help ensure limited water resources are allocated to areas that need it the most.
- Design is underway to replace antiquated irrigation systems, namely the manual irrigation systems at Heartwell and Stearns Parks.
- Central control of the irrigation system has been identified as a key component of increasing water use efficiencies in our parks and medians. To this end, 16 parks and medians were identified for a pilot program, which has as a goal to demonstrate the effectiveness of a managed, centrally controlled irrigation system in water efficiency. The control of the irrigation in these parks is currently through manual programming, but will be converted to a central control system later this year.
- Preparations continue for the conversion of three turf athletic fields into synthetic turf fields. This conversion will save up to two (2) million gallons of water annually. The conversion of these fields is funded. Additional fields may be converted as funding becomes available.
- The Water Department has applied for partial funding for 800 additional "smart meters" through the Integrated Regional Water Management program. If approved, many of these meters will be placed on City water accounts to enable the City to better manage water consumption on those sites.
- Staff is working with the water oversight agencies to determine the feasibility of filling the lakes in El Dorado, Heartwell, and Scherer Parks with reclaimed water. The preliminary results from the biologists involved indicate that this may be possible without posing risks to wildlife or park patrons.

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Climate Action Plan

In 2015, the City of Long Beach joined the Compact of Mayors along with dozens of other cities nationwide to raise its commitment to proactive climate action. To comply with the goals of the Compact, Long Beach is initiating a process to inventory greenhouse gases at the community level, set reduction targets and develop its first ever Climate Action and Adaptation Plan, all within the next three years. In September 2016, Long Beach will be the host city for the California Adaptation Forum, which will bring together more than 1,000 climate action leaders to discuss the future of climate adaptation for the state and beyond.

ORGANIZATIONAL CHANGES

Development Services

In FY 17, the Development Services Department will combine the Housing and Community Improvement Bureau with Neighborhood Improvement and Neighborhood Relations Divisions to form one Bureau called the Housing and Neighborhood Services Bureau. This change is in line with a recommendation from Management Partners' 2014 organizational review of the Department and would create operational efficiencies by grouping divisions with similar objectives. These programs include: single family home improvement grants and loans using Federal or State funds, neighborhood outreach and implementation strategies and working in similar disadvantaged neighborhoods.

Additionally, the Code Enforcement division would be removed from the Neighborhood Services Bureau and become its own Bureau. This reorganization will serve to further support the City's efforts to maintain and improve the quality of life in our neighborhoods, our commercial corridors and our industrial areas. The Code Enforcement Division responds to complaints of violations of the Long Beach Municipal Code that include substandard buildings, property maintenance, inoperative vehicles, weed abatement and land use violations and should be recognized as a stand-alone Bureau given its unique functions. This reorganization will also serve to better address the inspection requirements of the recently-adopted Proactive Rental Housing Inspection Program (PRHIP).

Public Works

In FY 17, the Public Works Department will restructure the Engineering Bureau to create a "Project Management (PM)" division. The PM division will help the City and department in several ways. The division will have a dedicated group of Capital Project Coordinators responsible for delivery of capital improvement projects. These employees will focus on project delivery from initial planning through the completion of construction. The areas of focus will be varied from tidelands, parks, facilities (city buildings), storm drains, environmental, and fleet projects. As a part of this reorganization, the Tidelands CIP group, which is currently under the direction of the City Manager, will transfer to the Public Works Department.

The new division will also have a second group focused towards supporting private development. This support group will ensure that private development occurs in a manner that both protects the public rights-of-way, but also encourages development with transparency and predictability towards the development community. The development support group will be led by an "ombudsman," which will be tasked with interfacing with both clients and the general public, as well as tracking trends within the development community.

Health & Human Services

In FY 17, the Health and Human Services Department will rename two Bureaus and realign divisions to improve coordination of services for families and their children, particularly those under age 5 and promote health across the lifespan. These changes are in line with the James Leadership 2015

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organizational review of the Department to strengthen the coordination of programs, improving the customer experience and health outcomes, and support operational efficiencies.

The Administration and Finance Bureau will be renamed *Collective Impact and Operations Bureau* and will include administrative functions (human resources, finance, technology, and facilities), policy, planning and funding efforts for the Department. This centralizes department-wide efforts under one bureau manager to strengthen internal planning and controls and ensure policies and procedures are consistent across the department.

The Homeless Services Division and Center for Families and Youth, previously under Community Health, will be renamed the *Human Services Bureau*. This supports continued coordination of social service and violence prevention programs. The Policy, Planning and Prevention Bureau will be combined with Nutrition Services as the Community Health Bureau.

ADMINISTRATION

Process Changes

A number of internal processes and procedures were modified in FY 16, to increase efficiency and improve internal communication. These include, but are not limited to:

- Improved coordination with Civil Service, with Civil Service modifying their business model to provide testing quicker;
- Established performance targets for the City Manager's Office approval of contracts, purchase order, requisitions, and other documents; and
- Improved internal budget process to allow more interaction and discussion between departments, budget office and City Manager's Office during budget development.

In FY 17, the following internal administrative initiatives will be undertaken:

- Streamline Financial Management review of City Council letters to consolidate both budget review and purchasing review into the same process; and
- Create a manual for all departments on policies and procedures for interactions and approval by the City Manager's Office.